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**Missouri Department of Mental Health**
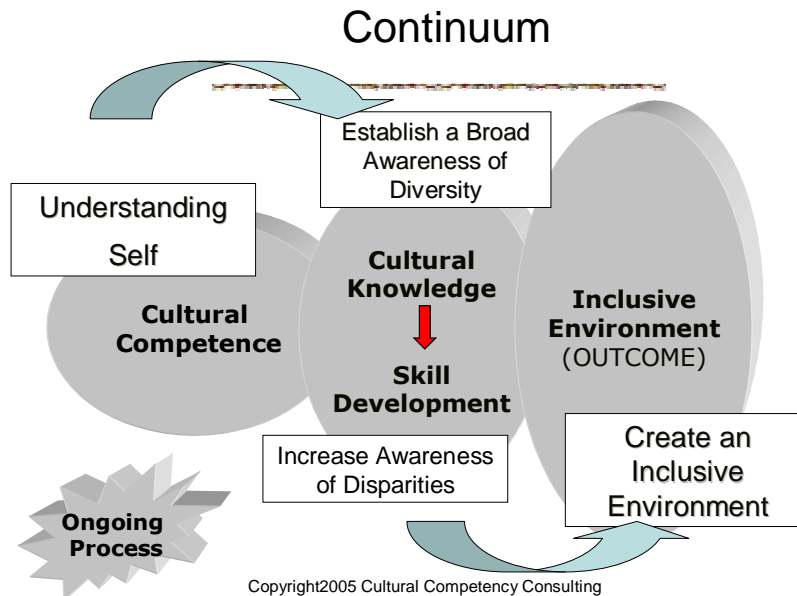**Spring Training Institute**
**May 18-20, 2005**

**Presentation:**

# BUILDING AN INFRASTRUCTURE FOR CULTURAL COMPETENCE

**May 18, 2005**
**4:00 p.m. – 5:15 p.m.**

**Presented by**
**Jose Reyes, Ed.D., LPC**

**Handout Packet**

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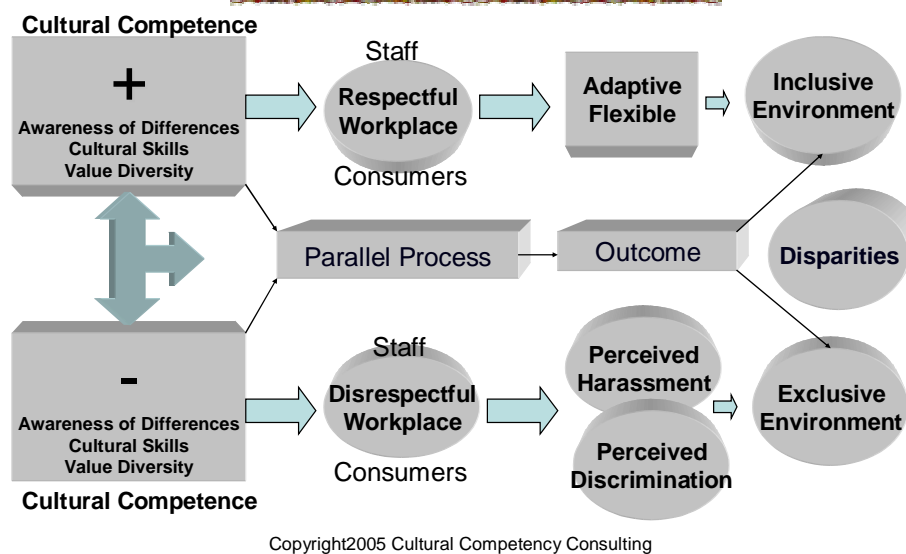Email – Jreyes2197@aol.com
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**This is the paradigm of the process that leads an organization from cultural competence to inclusiveness. The four boxes represent the core competencies that lead your organization into the continuum.**

## Continuum

Establish a Broad Awareness of Diversity

Understanding Self

Cultural Knowledge

Inclusive Environment (OUTCOME)

Cultural Competence

Skill Development

Increase Awareness of Disparities

Create an Inclusive Environment

Ongoing Process

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**Becoming inclusive has benefits for the overall functioning of the organization.**

## Respectful Workplace

**Cultural Competence**

**+**

Awareness of Differences
Cultural Skills
Value Diversity

Staff
**Respectful Workplace**
Consumers

**Adaptive Flexible**

**Inclusive Environment**

Parallel Process

Outcome

**Disparities**

**−**

Awareness of Differences
Cultural Skills
Value Diversity

**Cultural Competence**

Staff
**Disrespectful Workplace**
Consumers

**Perceived Harassment**

**Perceived Discrimination**

**Exclusive Environment**

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## Cultural Competence:

Describes the skill level you possess that lead you to function effectively in the context of cultural differences.

## Some Definitions of Inclusiveness

- **Inclusiveness:** The ability to behave in a manner that is sensitive to the needs and varying backgrounds of individuals, constituents, and groups. This involves actively and consciously adjusting behavior and decisions in order to arrive at mutually beneficial choices and actions that result in better outcomes for all. Inclusiveness demands a flexibility of mind requiring all to step outside of their pre-conditioned cultural norms, to attempt to understand the ideas, needs, desires, attitudes, beliefs, and behaviors of different individuals and groups, in a non-judgmental manner in order to maximize the ability to communicate with and provide reasoned support, voice, and power to all people.

- **Inclusiveness:** Openness to, and respect and sensitivity toward, others' backgrounds and perspectives that is demonstrated at every level of the organization and in every task we perform.

- **Inclusiveness**: Accepting and understanding the differences between each other, with the knowledge that all people are different in various ways, whether physically, mentally, behaviorally, spiritually, or culturally, and using that acceptance and understanding to create better relationships and communication with each other, with the belief that embracing our differences will result in greater effectiveness and resilience for individuals, groups, and organizations.

- **Inclusiveness:** An Organization that is aware of different cultural, historical, behavioral, and physical differences, and they use this awareness to plan and implement programs. Highly inclusive organizations understand that people do not respond the same way to messages, and that it is important to communicate in culturally sensitive ways with people from different backgrounds. Highly inclusive organizations develop internal systems to help bridge gaps between people from different communities, and try to ensure that all voices are listened to and that all backgrounds are respected.

- **Inclusiveness** – Refers to an organizational system where decision-making includes perspectives from diverse points of views, from within and without the organization, where appropriate. (Hastings Institute, with reference to Byron Kunisawa and Websters New Collegiate)

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## Detriments to the success of an inclusiveness strategy:

- Goals and objectives were poorly defined
- Lack of communication
- Focus was internal, needs were external
- Focus was external, needs were internal
- The strategy became the goal
- Insufficient research was conducted in the subject
- Excessive research was conducted in the subject
- Objectives were unrealistic and complex
- Insufficient funds
- Lack of commitment from the administration
- Not clearly defined outcomes
- Management and administration was not accessible

## Results…
- Services are fragmented.
- We hire people that look like them to work with them.
- Cultural "issues" are dealt with as a special interest group issue and not a shared agenda for all to partake in the solution. ("we have one" approach).

## Necessary elements to work toward a successful inclusive organization:
- A successful diversity and inclusiveness strategy require an <u>organizational cultural change</u>
- Change must be <u>led by administration</u>
- The <u>entire organization must be accountable</u> for diversity and inclusiveness
- An organization <u>inclusiveness committee must be developed</u> to measure progress and develop accountability standards
- <u>Success depends on long term commitment</u> by the organization
- A diversity strategy <u>must support the objectives</u> and operational goals of the organization (mission, operating values)
- A diversity strategy must incorporate the <u>feedback from all</u> stakeholders associated to the organization

## To build on Cultural Competency and Create an Inclusive Environment will require…
- A <u>collective effort</u> and shared responsibilities
- <u>Acknowledgement</u> of individuals and groups in the community who are proactively seeking solutions
- Recognition of efforts <u>without profiling</u>
- Collective <u>dialogue</u> with a shared vision

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## Steps to Inclusiveness:

- Administrative buy-in
- Self-assessment
- Awareness of diversity
- Organizational assessment
- Development of a plan for intervention
- Tap into your leadership
- Develop an infrastructure to support the initiative
- Get the buy-in
- Inclusiveness definition for the organization
- Develop resources for staff and consumers
- Incorporate diverse communities into your organization

**JOB DESCRIPTION**

**INCLUSIVENESS COMMITTEE**

**Purpose:** The Inclusiveness Committee is responsible for developing and executing _____ inclusiveness initiative.  The purpose of the initiative is to create an organization that is better able to accomplish its mission by understanding and addressing the needs of people of color.

This work will be accomplished by creating an internal culture that is supportive of the needs of diverse cultures and by evaluating and adapting the organization's operations and programs to be more attuned to the needs of diverse communities.   While it is the Inclusiveness Committee's responsibility to develop the initiative, everyone who is a part of _____ will have a role to play in the Initiative.

**Committee Responsibilities:**

1. Develop a shared vision of _____ after it has undergone an inclusiveness initiative which includes creating the case for inclusiveness and setting goals.
2. Hire and manage consultants, if needed.
3. Oversee the development of an internal assessment that will evaluate the organization's effectiveness in relation to communities of color in the following areas: mission, vision and values; culture and environment; experiences with diversity/inclusiveness trainings; governance and board of directors; human resources and staff; programs; community relationships; and fundraising.
4. Based on information collected in the survey phase, develop an inclusiveness plan for the organization to follow which will outline necessary steps to become more inclusive.
5. Develop mechanisms to include all members of _____ in the inclusiveness work and communicate regularly with the organization's staff, board members and consumers.  Serve as ambassadors for the inclusiveness initiative.
6. Develop accountability measures to ensure that _____ follows-through on the agreed upon recommendations in the plan.
7. Evaluate progress.
8. Create mechanisms to ensure that inclusiveness is incorporated into _____ work over the long-term.
9. Create meaningful opportunities to celebrate _____ successes in relation to the inclusiveness initiative.

**Time Commitment**:  Approximately 4-8 hours per month, varying depending on which stage of activities the organization is engaged in.   Committee members are asked to attend a minimum of 80% of meetings and more if possible and to serve on the committee for a minimum of six months.

**Committee reports to:**  Board of Directors

**Staff Support:**  Executive Director, Office Coordinator.

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# Cultural Survey

## Why a Cultural Survey?
- Staff Perceptions of the role inclusiveness play in the organization
- Staff reported needs for training
- Bridges the gap between administration and staff regarding needs

## Content areas in Organizational Survey:
- Environment
- Administration / Leadership
- Communication
- Values and Attitudes
- Treatment
- Supervision
- Staff Perceptions of the role inclusiveness play in the organization
- Staff reported needs for training
- Interviews (qualitative)

## Cultural Survey:
- Environment:
  General environment provided for consumers and families. This includes artifacts that may represent sensitivity about culture and accessibility.
- Administration / Leadership:
  What practices are present that reflect inclusiveness and sensitivity to diversity? Resource available that support and promote cultural competence.
- Communication:
  LEP issues within the organization - Provision of services and language access issues - Translation of documents and treatment delivery - Peer to peer communication that reflects respect and sensitivity toward diversity
- Values and Attitudes:
  Values represented by the organization - Incorporation of value orientation in treatment interventions - Values in the organization that represents inclusiveness and the intentional promotion of cultural competence
- Treatment:
  Incorporation of cultural interventions with diverse clients - Intentional cultural information gathering about consumers - Understanding of acculturation and relevancy to treatment interventions - Cultural assessment
- Supervision:
  Incorporation of cultural knowledge in supervision and case presentation - Awareness and discussion of mental health disparities in the context of supervision - Training support

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## Sample Interview Questions for Organizational Cultural Survey:

- What is needed for this organization to carry out an inclusiveness program?
- What will inclusiveness bring to this organization?
- What role would inclusiveness play in your development?
- How committed is this organization to work with a diverse staff (diverse consumers)?
- What efforts have you made in reaching diverse consumers?
- What barriers do you see in becoming inclusive?
- What are strengths and weaknesses of becoming inclusive?
- What will you contribute to make this organization more inclusive?

## Survey information will …

- Provide information on areas of strengths and weakness
- Will lead organization to understand needs for training (accuracy)
- Will provide the organization with a baseline for developing interventions to become more inclusive
- Will target specific areas for intervention
- Provide initial steps toward Inclusiveness

## Organizational benefits to becoming culturally competent and inclusive

- Quality of service
- Respectful work environment
- Improved productivity
- Reduce liability
- An inclusive organization that serves and hires diverse individuals: therefore attracting diverse consumers
- Improved organizational profile
- Increased staff retention
- Improved communication among levels of the organization
- Promote team work, collaboration and ownership
- Increased loyalty and satisfaction
- Expanded opportunities to approach funding sources
- Greater understanding of diverse needs
- Increased partnerships with diverse communities
- Increased ownership by diverse community groups
- Diverse constellation  of staff and board – representative of the community at large